

allwell 



*The Sanofi
Approach to
Employee Benefits &
Wellbeing*



GRI Standards:

N/A



EXECUTIVE SUMMARY

The health and wellbeing of our employees, their families, and our patients come first. As a healthcare company dedicated to improving people's lives, Sanofi has a strong belief in the Duty of Care we have to our employees. We have strived to achieve that by providing **competitive and quality healthcare and benefits all around the world** giving our employees the resources and the means to take care of their health and wellbeing as much as possible.

Our benefit and wellbeing programs are based on a strong foundation called "All Well": healthy minds, healthy bodies, healthy financials, and a healthy working culture.

Wellbeing for Sanofi is an ongoing journey where we are always looking at more innovative ways to make our employees feel good and empowered to focus on the ones who need us the most: our patients.

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1. Our Global Benefits & Wellbeing Principles

"We put the employee perspective at the heart of everything we build".

Our benefits package worldwide is designed to be competitive and meet the Sanofi standards in terms of employee protection so that our employees feel safe and taken care of while working for Sanofi.

The Sanofi approach to Benefits & Wellbeing is focused on the following principles:

Market Competitiveness

We have a competitive benefit offering and support healthy lifestyles by providing high quality healthcare solutions and consistent standards of care for all our employees across the world.

Inclusion and flexibility

We embrace inclusion in our benefits design and, wherever possible, we provide Sanofians the opportunity to customize their benefits' choices to meet their goals in a way that works for them.

Innovation and digital experience

As an employer of choice, we constantly focus on innovation and digitalization in our benefits delivery model, with an emphasis on employee experience and sustainability.

Employee listening

We listen to our employees and reflect what matters to them in our programs, and design our global benefits & wellbeing solutions with that in mind.

1.1. CONSISTENT STANDARD OF CARE AROUND THE WORLD

While benefits are locally driven and reflect the market prevalence and norms, we have defined a Sanofi core benefits strategy (pension, health, life/disability) based on global guidelines for benefits design in all our countries. We continuously work with our countries to support implementation of these principles, in line with local regulations.

1. Empowering Sanofians to make their own choices and take more responsibility for their present and their future: In alignment with market, we aim to provide choices to our employees to purchase additional individual coverage, where possible, and encourage employees' participation towards premium costs, via a deductible, coinsurance, etc.

2. No exclusions: For new employees and new contracts, whenever legally and technically possible, we ensure that there are no exclusions in our benefits for pre-existing conditions, in particular:

- **no exclusions for conditions** such as HIV, chronic conditions, cancer, pandemics, congenital defects, suicide, terrorism or war risks;

- **no medical questionnaires or medical examinations** for employees to obtain coverage except in cases where an employee is above a free cover limit defined in the local policy.

3. Inclusive benefits design: Healthcare programs should be extended to Sanofians at the same level for all unless strong market practice contradicts this rule. We are continuously working to support inclusion: any policy covering spouses should also enable to cover / define as beneficiaries broader domestic partners, including same sex partners.

4. Minimum level of death benefit: Death or disability situations cause a major distress to our employees and/or their families. While we cannot control these unfortunate events, as a responsible employer we ensure that all our countries provide a good level of benefits in line with the Sanofi standards in such situations. In nearly all our countries, **we provide at least two annual base salaries in case of death or disability** – in many countries the level of coverage is higher than this based upon market practices and norms.

Coverage should be **complementary to the social security system** where possible in each country and not be intended to replace the benefit.

1.2. SUPPORTING STANDARD OF CARE THROUGH OUR REINSURANCE PROGRAM

We aim to reinsure as many policies as possible through our employee benefits reinsurance program. Through this approach, Sanofi is able to influence on the terms & conditions of the contracts which results in the following:

- an improved quality of benefit design aligned to Sanofi’s specific needs with a leading insurer in the marketplace, allowing for tailored coverage even in smaller countries;
- easier and mostly full waiver of pre-existing conditions and exclusions;
- guaranteed coverage;
- lower costs for employees as the cost of the premium is also partly supported by them in countries where this is market practice or if they purchase additional coverage. Our reinsurance program is on a no profit – no loss basis; and
- when budget permits, countries where needs are identified by the Reinsurance program Board will be allocated a budget to fund Wellbeing initiatives that will help improve the health of employees.

2. Supporting the Health & Wellbeing of our Employees via a Strong Foundation: All Well

To support our employees having a purposeful experience at Sanofi, our benefit and wellbeing programs are based on four pillars: healthy bodies, healthy minds, healthy financials, and a healthy working culture.



- Healthy *Bodies*, focusing on Physical Health;
- Healthy *Minds*, focusing on Mental Health;
- Healthy *Working Culture*, focusing on a positive working relationships at the workplace; and
- Healthy *Financials*, focusing on the financial wellbeing of Sanofians

2.1. HEALTHY BODIES

We empower everyone at Sanofi to pursue a healthy lifestyle – focusing on disease prevention, health promotion and on quality of healthcare.

2.1.1. Quality healthcare for all

In every country around the world, Sanofi makes sure that all the employees, whether on temporary or permanent contract, whether full time or part time, **are well covered** in case of health issues. The same applies to employees' dependents (typically partner and children) who can benefit from

the Sanofi coverage if the employee chooses to enroll them. This is the case when an employee needs to be hospitalized or suffers from a critical illness where we ensure access to recognized hospitals, particularly where the State provision requires supplementing.

In addition to medical coverage itself, we ensure that employees have access to competitive paid illness leave so that they can take the time they need to heal without having to worry about their financial situation.

2.1.2. Vaccination campaigns

As a traditional vaccine business, **we provide access in the vast majority of our locations to onsite flu shots**, or alternatively ensure those are reimbursed to our employees.

2.1.3. Healthy programs on physical sites

Sanofi encourages a wide variety of activities across all our sites to support employees. While activities are voluntary for employees, sites participating in these healthy programs **propose a range of health and wellness activities** to encourage employees to exercise regularly (on site gyms, fitness rooms, sport classes, walking challenges, stair use promotion), choose healthy food offered in company restaurants, manage stress, improve sleep quality and participate in free screenings. The initiatives are different depending on countries and needs. All engaged sites are requested at the end of each year to provide key performance indicators (KPIs) to the global team. This assessment is also the opportunity to collect feedback and ideas that can be used to develop best practices that will be shared with all countries.

2.1.4. Cancer & Work network – Acting Together

Our “Cancer & Work” initiative supports and improves the lives of employees directly and indirectly affected by cancer, at all Sanofi sites in France. This initiative follows on from Sanofi France’s May 2017 signature of the French National Cancer Institute (INCa) charter, when the Company signed 11 commitments to help support employees affected by cancer and to promote health.

This is delivered through **a network of 30 listening booths** where people can talk freely about cancer-related issues. During the pandemic, we introduced online facilities in a home working context which are totally confidential and open to any Sanofi employee directly or indirectly affected by cancer. These can be accessed at any time on request. Participants work with the employee to develop solutions and pathways tailored to their situation.

Our employees have shown long-term commitment to this scheme; the network has over 150 volunteers, who have helped over 210 employees. Barely two years after the network was set up, the network has proved a resounding success: in a satisfaction survey, 98% of respondents found it helpful, and 100% would recommend it to a colleague.

We are also working to change perceptions of cancer. Our short film on the theme of tackling cancer at work, *Le choix du lien*, was a prize-winner at both the Grand Prix Stratégies de la Production Publicitaire awards and the Deauville Green Awards in 2019.

In 2020, we opened two new lines of research that will raise awareness and help our teams develop transformative practices to reconcile work and wellness:

- we funded a thesis on “Cancer: Vulnerability and Performance” to help identify levers and brakes;
- we developed a back-to-work module for our “Cancer & Work” initiative, as part of the “Breast Cancer at Work” program led by researchers at Le Nouvel Institut and funded by the INCa, the

DGT (Department of Labor), and AGEFIPH (an organization dedicated to employment opportunities for people with disabilities).

2.1.5. Prevention

Sanofi's objective is to **sustain our program of disease prevention** by helping sites to implement good practices and to monitor changes in employee behaviors by promoting the use of e-health tools. We will integrate preventive actions and awareness on deleterious impacts of air pollution as this is a leading cause to diseases such as CVD, respiratory diseases including asthma, chronic obstructive pulmonary disease and lung cancer. There is also recent evidence for its link to mental health disorders and diabetes.

To summarize, our 2025 roadmap includes the following:

- to reinforce our programs in countries considered as a priority because of the growing incidence of non-communicable diseases (NCD) and in particular NCD highly correlated to environmental and societal changes. In 2020, we saw how particularly vulnerable people with NCDs are to COVID-19, motivating even more actions for the reduction of NCDs;
- to ensure sustainability of our programs by proposing to sites new intervention ideas and global solutions;
- to increase participation, which is a long-term process and a stated goal – by the end of 2025, we want to make sure 95% of company employees are participating in our programs. As with most voluntary health promotion activities, it is relatively easy to encourage the first 20% of any population to join in, we will tailor activities to attract the other 80% who have not yet taken advantage of the program activities; and
- to improve KPIs collection and follow up of indicator parameters such as absenteeism and health costs.

The program deployment will be conducted with the support of Region Leaders in close collaboration with HSE, Human Resources, Rewards & Performance, Facility Management, Occupational Health, Corporate Social Responsibility, and the Communication network as driving forces.

2.1.6. Steady progress to support healthy lifestyle behaviors

From 2017, Sanofi made a commitment by developing innovative initiatives to help employees improve lifestyle behaviors. These initiatives integrated innovative mobile applications developed in association with "The European Institute of Innovation and Technology for Health". These actions, conducted in France, China, the United Kingdom, and Spain in industrial, administrative, and R&D sites, showed significant modifications of sleep behaviors*.

In 2019, Sanofi co-developed a new digital tool (Walk Well) allowing the organization of walking challenges worldwide involving several thousand of collaborators. This tool was particularly used during the pandemic to increase the level of physical activity of collaborators and to improve social interaction and motivation to move more.

In 2020, we have been able to scientifically demonstrate that simple nutrition signaling in our company restaurants are effective in guiding employees towards healthy food choices that are in line with international nutrition recommendations**.

* Montagni et al. (2019) Effectiveness of has Blended Web-Based Intervention to Raise Sleep Awareness at Workplace: The WarmUapp™ Pilot Study. Journal of Occupational Health and Environmental Medicine.

** Montagni (2020) Using Positive Nudge to Promote Healthy Eating at Worksite: A Food Labeling Intervention. Journal of Occupational and Environmental Medicine.

In 2020, in view of the health situation, the interventions offered to employees have evolved and been adapted to the context. Online services (physical activity classes, relaxation, mindfulness, etc.), webinars for psychological support and the adoption of a healthy lifestyle have been reinforced. Digital communications such as newsletters, tips, educational booklets have been intensified to reach as many employees as possible. Teleworkers, sales forces and workers with atypical working hours were particularly supported.

In 2023, in relation to our partnership with the 2024 Olympic & Paralympic Games, we launched the "Sanofi cup" a global digital application enabling challenges between colleagues.

2.2. HEALTHY MINDS

Healthy minds make extraordinary discoveries. We provide access to a number of tools and programs to support the emotional and mental wellbeing of everyone at Sanofi. As well as offering resources, we nurture a culture of openness and inclusion.

2.2.1. Employee Assistance Program (EAP)

In 2022, we launched a global Employee Assistance Program (EAP) which provides confidential 24/7 support to all our employees everywhere, globally. We offer 6 counselling sessions of 1 hour, per employee, per topic, per year. While the EAP is not the only tool we offer to employees in need, this service ensures that **employees always have somewhere to turn to when there are struggles in their personal or professional lives.**

2.2.2. Mental health prevention & support

Several tools supporting mental health prevention and assistance are available in our countries.

2.2.2.1. Mental Health First Aider Programs

Mental Health First Aider Programs are in place in many countries, for instance in Australia or UK. They include an internal coaching program to provide initial support based on non-judgmental listening and guidance to employees. Coaches are volunteer trained Sanofi employees with duty of confidentiality.

2.2.2.2. Manager focus on wellbeing

Sanofi believes that team managers are optimally placed to create a positive inclusive environment that support the mental health and Wellbeing of our employees. Therefore in 2022 we rolled out two major global initiatives:

- employee regular check-ins– managers are strongly encouraged to conduct at least four regular "check-ins" during the year with their team members to review progress for the year. Wellbeing is one of core topics encouraged to discuss. Several available materials guide managers and employees on how to conduct these conversations; and
- Sanofi Learning and Development team rolled out in 2022 a global training program focused on Mental Health called Winning Healthy Minds.

2.2.2.3. Other mental wellbeing support initiatives

Sanofi has won many awards over the years for its employee wellbeing strategies focusing on solutions that make our employees feel well, energized and engaged at work.

The devastating impact of the pandemic and the resulting lockdowns, economic security, and fear and uncertainty increased the risk of issues for employees' mental health.

In addition to the initiatives described above, some examples of programs that focus on our employees' mental wellbeing are:

- USA: daily mindfulness breaks, second opinion medical services, a mobile app with emotional support on demand, a mental health education platform and a digital family support platform.
- Australia: eight choices of on-site coaching modules including positive emotions, engagement, meaning, accomplishment, relationships, art of mindfulness, leadership using strengths and thriving through adversity
- China: mental health management workshops on family relations topics, career development and issues, and stress management
- France: psychosocial risks program with a strong prevention module and tracking of such risks

2.2.2.4. Employee wellbeing surveys

In many of our countries, we **perform regular surveys** to evaluate the level of stress of our employees. Sanofi has also integrated questions on Wellbeing into its annual global employee engagement survey, Your Voice.

2.3. HEALTHY WORKING CULTURE

We are proud of our culture. We are respectful, supportive and inclusive at all levels – a team of allies supporting one another to pursue progress. The result? Better outcomes for our customers, our patients and for our business.

2.3.1. Supportive workplace environment

Our facility management team has built a scalable wellbeing offer to promote healthy lifestyles and improve work-life balance at Sanofi sites through four key baseline requirements:

- Showers/Lockers: Provide individual stall/unit showers with an option to provide towel service.
- Fitness: Prioritize facilities with access to in-building fitness facilities. When a fitness center is not accessible, alternative fitness solutions should be provided to employees, e.g., preferred rates at local fitness centers, pop-up yoga or mindfulness classes, online classes, etc.
- Wellness/Mother's Room: Clean, safe, and well-lit space for nursing mothers to sit comfortably and in privacy, typically equipped with a comfortable chair with washable fabric, seat-height table, sink, refrigerator, lockers, and a lockable door.
- Quiet Room: A quiet space to support diverse employee needs (e.g., meditation, napping, reading, individual prayer, etc.).

We also aim at providing workplaces around the world which maximize our employees' wellbeing through:

- maximal safety (including 24-hour security);
- optimized space to exchange new ideas and have necessary meetings;
- optimized space to allow the employees to focus on their work and have sufficient privacy even under an open space set-up;
- areas to have a break (cafeterias, coffee shop, pantry);

- areas to have lunch in the vast majority of our facilities (canteens or cafeterias);
- high-quality services (may include commuter shuttle, day-care, concierge);
- access to park/outdoor space and/or bike storage.

Some of these offerings are planned within our workplaces, while some may be provided by our building owners, available within the office neighbourhood or sponsored by the company.

2.3.2. Supportive working culture

As we are operating a full transformation of our Company, Sanofi focuses a lot on the working culture to make it supportive, inclusive and empowering for the employees. Most of the initiatives are currently developed at the global level with a local deployment.

In addition to the employee check-ins and training programs, we also launched a Speak Up! corrective and disciplinary policy, so employees across the globe feel safe to raise any unethical or illegal conduct – e.g., fraud, harassment, discrimination – in the knowledge that any disciplinary action is fair, transparent and consistent.

2.3.3. Global Gender Neutral Parental leaves

Building a truly inclusive company culture also means Sanofi offering equal opportunities to focus on work, but also to focus on private life when needed. We do believe that treating women and men equally also means giving both the chance to enjoy their children in the first months of their lives as they are the most vulnerable.

In 2022, we launched a gender-neutral parental leave, allowing 14 weeks of paid parental leave for all employees worldwide. The intent is to support Sanofi new parents, meaning the primary and the non-primary caregiver, in creating a bond with their children. All birthing and non-birthing parents who are permanent employees regardless of gender or sexual orientation are eligible.

2.3.4. Caregiver Leaves

Some of our countries have put in place a Caregiver Leave Policy going beyond statutory leaves, among them:

- USA: 4 weeks of paid caregiver leave for critical illness
- Brazil: Up to 2 days paid for hospitalization and 1 day for medical discharge of a child (up to 18 years old) or spouse.
- Canada: Employees have up to 3 days of paid Leave of Absence or Compassionate Leave which can be used for being a caregiver.
- Italy: 5 days paid leave per year for the assistance of employees' children and spouses/relatives who need assistance for medical visits, exams and treatments, on top of 10 days/event paid leave for health critical familiar (employees' children and spouses/relatives) situation with the aim to guarantee assistance in case of severe illness or critical health condition (terminally ill, hospitalizations ...).
- Japan: Up to 1 year paid at 30% (in addition to statutory payments)

2.3.5. Allowing for flexible working conditions to meet our employee's needs

Our Play to Win priorities, Growth, Innovation and Efficiencies, can only be successful with the fourth priority: Reinvent How We Work. Only by changing how we work can we transform the practice of medicine and create a place where everyone can bring their best selves to work. Working flexibly is

an important part: it builds inclusion, helps all of us to unleash our full creative potential, and fosters our new culture by helping us live the Play to Win behaviors.

A well-balanced, flexible workplace helps us to feel more included because Sanofi acknowledges and caters to individual needs and working styles.

Local situations and regulations differ, so there is no “one-size-fits-all”. And we always need to strike the right balance between human work interaction, relationships and technology-enabled remoteness.

Sanofi is committed to offering flexible work globally, providing a set of global guidance for local execution according to the business needs and local laws.

The type and amount of flexibility depends on many things, such as: the nature of the job and work activities, any requirements for being on-site, needs of the team and department, impact on stakeholders, ability to complete core tasks productively and impact on our performance.

2.4. HEALTHY FINANCIALS

Feeling comfortable and confident managing finances is key to improving our wellbeing. We help our employees manage their personal finances- whatever stage of life they are at. From maneuvering difficult times, planning for their future to improving savings.

Financial wellbeing at Sanofi covers a broad range of financial aspects of an employee’s lifecycle. Solutions may vary in each country based on market practice and needs. As an employer of choice, we:

- ensure that our employees around the world are covered in case of unfortunate life events such as death and disability, in line with our global consistent standard of care;
- ensure that our employees have their future secured through high-quality well-designed savings arrangements;
- empower our employees to plan for their retirement and their long-term financial projects;
- ensure that our employees benefit from our global purchasing power in the benefits they receive.

2.4.1. Providing Access to High Quality & Competitive Pension Arrangements

As for all other benefits, Sanofi ensures that when it comes to pensions and savings, our offering is competitive and supports the employees to better plan their retirement and ensure reasonable revenue as they end their career. Sanofi encourages the establishment of savings and retirement programs for employees in line with market norms.

Our pension plans are defined contribution in nature whenever possible and we apply the following rules to the contribution level:

- employer contribution levels are set at a market competitive level;
- where possible, employees are enrolled in a plan automatically unless they specifically “opt out” of participation. In case of employer matching plans, the default employee contribution is the one maximizing the employer match;
- as statutory pensions tend to decrease more and more, the employees are encouraged to voluntarily contribute to building their wealth through the Sanofi savings & retirement plans; and
- as part of the Company diversity & inclusion policy, if possible, countries should ensure that spouse pensions cover any domestic partners and not only spouses.

The Employee Assistance Program also includes confidential contact to ask for advice and support on financial and legal guidance.

Finally, Sanofi offers a subsidized Share Purchase Plan on a regular basis to enable employees globally to build wealth and to share in the success of Sanofi.



To strengthen support for Sanofi employees, “*Enfants de Sanofi*”, a non-for-profit organization under the French law was founded in 1993 by both Sanofi and employees. Its purpose is to help employees’ children who are experiencing difficulties such as medical problems, social troubles, or educational difficulties.

The program provides individual support to families worldwide. It also carries out collective actions within Sanofi subsidiaries, which are tailored to meet local needs through health programs and education & awareness campaigns.

For more information, see the [Enfants de Sanofi’s annual report](#).